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20 November 1963

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT: Terms of Reference and Proposed Activities  
of the NIPE Staff

1. This memorandum is for the information of the Director of Central Intelligence.

2. The program and action contemplated for the NIPE Staff for the immediate future fall roughly into three parts. All of its activities are, of course, related to the coordination of the programs of the Intelligence Community as a whole.

a. The establishment of an inventory of intelligence activities.

(1) This involves assembling in one presentation the totality of the intelligence resources of the Government committed to national intelligence objectives. The inventory will be developed in terms of various categories and sub-categories (collection, covert collection, etc.) with appropriate indications of cost, manpower allocation and productivity of each category. Initially the cost allocations will be difficult to determine with any great degree of accuracy. Evaluation in terms of productivity will be even more difficult.

(2) Although this is a formidable task, there are sources of information already available which will make it considerably easier than two or three

years ago. In the first place, budgetary cost and manpower material has already been assembled for NSA, NRO, and, of course, for CIA. The Combined Intelligence Program (CIP) has been prepared to provide a cost analysis for all program activities which are the responsibility of DIA. This material is available for incorporation into an over-all intelligence program presentation. Additional information will have to be developed if the presentation is to serve as a really useful and informative basis for judgements and evaluations. [REDACTED]

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It is also true of the whole complex of programs and activities which falls under DIA. We are establishing a joint working relationship with the appropriate authorities in DIA to develop effective procedures for acquiring and reporting this information. General Carroll has indicated his interest in this effort as he personally feels the need of this kind of information for his own managerial purposes.

b. The review of actions to implement Priority National Intelligence Objectives (PNIOs).

The NIPE Staff is specifically charged (in addition to the responsibility for an inventory) with responsibility for reviewing and evaluating actions of USIB committees and members of the U.S. Intelligence Community to implement PNIOs. This problem has been discussed with all of the USIB committee chairmen and with the DDI Collection and Guidance Staff. These committees are submitting reports on what they have done to accommodate the work of their committees (and the resources reflected or influenced by the committees) to the individual PNIOs. Some of the committees cover areas roughly commensurate with particular PNIOs or parts of PNIOs. The Watch Committee, for example, pretty well



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deal with PNIOs of this character, we will have to deal directly with agencies and expect to work very closely with the DDI Collection and Guidance Staff. We believe that some of the ad hoc reviews referred to in the next paragraph will prove of some help in this effort.

c. A number of ad hoc activities and investigations concerning organizational or jurisdictional problems facing the Community or the evaluation of specific or typical problem areas.

(1) This category of activities in turn can be divided into parts. One of these involves the creation of two (or possibly more) small task forces which will examine specific areas in the Community on a clinical basis. One of these task forces will be headed by [redacted] who will be assisted by two CIA analysts and will undertake analysis of resources committed to [redacted] and the effectiveness of these resources. A second task force is contemplated under the direction of [redacted] [redacted] which would undertake an analysis (in similar terms) of the resources committed to early warning of military attack. [redacted] has indicated his willingness to undertake such a mission subject to the concurrence of his law partners.

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(2) The second category of activities concerns the investigations of a number of specific problems referred to the Staff by the DCI. These include requests to examine the question of the allocation of responsibility for

questions involved in the operation of the NRP, the question of duplication, as between DIA and CIA bulletins, etc. All of these are questions which the DCI wishes examined from the point of view of his responsibilities as DCI as distinct from his responsibilities as head of CIA.

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JOHN A. BROSS  
D/DCI/NIPE

Attachment  
Letter of Appointment

cc: DDCI

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UNITED STATES INTELLIGENCE BOARD  
OFFICE OF THE EXECUTIVE SECRETARY

6 September 1963

MEMORANDUM FOR THE UNITED STATES INTELLIGENCE BOARD

SUBJECT : Appointment of Deputy to the Director of Central  
Intelligence for National Intelligence Programs  
Evaluation

REFERENCE : USIB-M-286, 5 September 1963, item 9

At the request of the Director of Central Intelligence, there is forwarded herewith for each USIB member a copy of the letter regarding the subject appointment which, as reflected in the referenced minute, Mr. McCone read and discussed with USIB at its 5 September meeting.



Executive Secretary

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Attachment

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GROUP 1  
Excluded from automatic  
downgrading and  
declassification

4 September 1963

MEMORANDUM FOR : The Secretary of State  
The Secretary of Defense  
The Attorney General  
Chairman, Atomic Energy Commission

REFERENCE : Memorandum dated 16 January 1962  
from the President to DCI

At the time of my appointment as Director of Central Intelligence and later by letter of 16 January 1962, the President directed that I maintain, with the Heads of the Departments and Agencies concerned, a continuing review of the programs and activities of all Departments and Agencies engaged in foreign intelligence activities.

The purpose of this directive was to ensure proper coordination of all elements of the Intelligence Community and to provide effective guidance to them in the interest of ensuring efficiency and completeness of coverage with a minimum of waste and duplication. To date I have discharged these responsibilities personally, working directly with you or your representatives on the United States Intelligence Board.

I now feel that to carry on this work more effectively a small staff reporting directly to me is necessary. Therefore I am appointing Mr. John A. Bross as my Deputy for National Intelligence Programs Evaluation and have directed him to organize the necessary staff. He will be responsible for the review and evaluation of programs of the Intelligence Community as a whole. He will represent me in my capacity as Director of Central Intelligence as contrasted with my responsibility as Director of the Central Intelligence Agency.

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Initially it is my intention that Mr. Bross and his staff concern themselves primarily with the development of a community-wide intelligence activity inventory to establish the totality of the United States foreign intelligence effort in terms of activities performed, their objectives, and the resources committed to their support. Such an inventory will serve as a basis for community-wide program evaluation and will facilitate judgments concerning the relative cost and effectiveness of particular programs, thereby contributing to sound decisions concerning our investment of money and manpower in our intelligence effort.

In addition, Mr. Bross will review and evaluate for me the actions of the USIB committees and members of the Intelligence Community taken to implement the Priority National Intelligence Objectives as established at regular intervals by USIB. The PNIO's set forth the most important tasks to be undertaken by the Intelligence Community, and thus serve as a guideline for the community's activities. The reviews will be submitted to the United States Intelligence Board periodically.

I should be most grateful if you will take such action as is appropriate to ensure that Mr. Bross and his staff have access to all information relevant to a continuing review of the foreign intelligence activities conducted by your Department in order to permit informed evaluations.

Mr. Bross' appointment as Deputy to the Director of Central Intelligence for National Intelligence Programs Evaluation will be effective as of September 9th, 1963.

/S/

JOHN A. McCONE  
Director

cc: The Honorable McGeorge Bundy  
Special Assistant to the President  
for National Security Affairs  
Director, Bureau of the Budget  
All USIB members